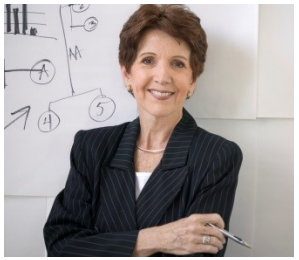
Briefing on

Notional Core Training for Services Acquisition

(Non-Acquisition Workforce)

Non-Acquisition Workforce

- **Identification and training of the non-Acquisition Workforce involved in Services Acquisitions is a primary focus of the Services Acquisition Functional Integrated Product Team (FIPT)**



  - **Definition:** Members of the non-Acquisition Workforce who work on Services Acquisition are those personnel who fall outside the Defense Acquisition Workforce Improvement Act (DAWIA) and who do not occupy an acquisition workforce personnel billet.
  - **Roles**: Includes Commanders, Senior Requiring Officials, Price Analysts, Financial-Budget Officers, Legal Advisors, Source Selection Board Members, Contracting Officer Representatives/Technical Monitors, and Auditors
  - **Estimated Population**: Estimated at 33,000 members at any one time
  - **Time Spent on Acquisition**: On average spend less than 50% of their time on contract services financial, schedule, and performance responsibilities
  - In a GAO report, “Defense Acquisition Workforce: Better Identification, Development, and Oversight Needed for Personnel Involved in Acquiring Services,” September 2011, the non-Acquisition Workforce were found to represent more than half of personnel involved in the services acquisitions under review.

Functional Services Managers

- **Definition**: In the absence of a DAWIA-certified Program Manager, Functional Services Managers (FSMs) with domain expertise for a given service requirement (e.g., transportation unit commander, installation commander, medical treatment facility commander) will exercise program management responsibilities.
- With input from DAU and military departments, the SA FIPT identifies competencies and notional core training recommended for Functional Services Managers

Notional Core Training for Services Acquisition

Please see individual course descriptions on the following slides

All Multi-Functional Team Members

CLC 011
Contracting for the Rest of Us
2 hrs, online

CLC 013
Services Acquisition
3 hrs, online

CLC 004
Market Research
4 hrs, online

CLC 108
Strategic Sourcing Overview
4.5 hrs, online

CLM 003
Overview of Acquisition Ethics
2 hrs, online

Functional Service Managers

FSM Level I
(Required: $150K<$100M)

CLC 106
COR with a Mission Focus
8 hrs, online

ACQ 165
Defense Acquisition of Services
14 hrs, online

FSM Level II
(Required: [illegible])

ACQ 265
Mission-Focused Services Acquisition
23 hrs, [illegible]

CON 121
Contract Planning
12 hrs, online

FSM Level III
(Required: >$1B)

CON 124
Contract Execution
13 hrs, online

CON 127
Contract Management
10 hrs, online

FPM 101 (AFIT/LS)
Fundamentals of Project Management
24 hrs, online

or

ACQ 25X
Program Management for Services Acquisition
24 hrs, online (to be developed)

Experience*: Less than 1 Year	Experience: 1 Year	Experience: 2 Years	Experience: 4 Years

* Experience with financial, schedule and performance responsibilities

Program Management Courses for Services Acquisition (All)

All Multi-Functional Team Members

CLC 011
Contracting for the Rest of Us
2 hrs, online

CLC 013
Services Acquisition
3 hrs, online

CLC 004
Market Research
4 hrs, online

CLC 108
Strategic Sourcing Overview

CLM 003
Overview of Acquisition Ethics
2 hrs, online

Multi-Functional Team Member Courses

- "Contracting for the Rest of Us"
  - Description: Provides people who do not work in the Contracting career field with a basic knowledge of some of the essential processes and considerations that DoD Contracting professionals encounter to satisfy their customers' requirements.
- "Services Acquisition"
  - Description: Describes a disciplined seven step process for the acquisition of services, using the requirements roadmap process to define high level objectives and tasks, standards, allowable variations, and method of inspection.
- "Market Research"
  - Description: Provides a foundational understanding of the benefits of effective market research to reduce acquisition costs and cycle times, and provide greater access to advanced technologies.
- "Strategic Sourcing Overview"
  - Description: Provides an overview of Strategic Sourcing concepts and techniques for helping organizations begin to make the shift from tactical to strategic purchasing.
- "Overview of Acquisition Ethics"
  - Description: Reinforces the most important legal ethics standards governing interaction between government personnel and DoD's contractors.

Program Management Courses for Services Acquisition (Level I)

FSM Level I
(Required: $150K<$100M)

CLC 106
COR with a Mission Focus
8 hrs, online

ACQ 165
Defense Acquisition of Services
14 hrs, online

Additional Courses for Functional Services Managers, Level I

Required for Programs with a Total Contract Value from $150,000 to less than $100 million

- "Contracting Officer's Representative with a Mission Focus"
  - Description: Provides professionals with the basic skill set needed to be a contracting officer's representative, that is, an overview of the acquisition process, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, remedies for poor performance, invoice requirements, contract modifications, and contract management.

- "Defense Acquisition of Services"
  - Description: Provides Program Managers with an understanding of the Department of Defense Instruction 5000.74, "Defense Acquisition of Services." It includes a comprehensive review of policy, responsibilities, and management structure for the acquisition of contracted services.

Program Management Courses for Services Acquisition (Level II)

FSM Level II
(Required: $100M<$1B)

ACQ 265
Mission-Focused Services Acquisition
23 hrs, classroom

CON 121
Contract Planning
12 hrs, online

Courses to be Taken by Functional Services Managers, Level II

Required for Programs with a Total Contract Value from $100 million to less than $1 billion

- "Mission-Focused Services Acquisition"
  - Description: Provides acquisition team members with the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies for contractor-provided services.
- "Contract Planning"
  - Description: Provides Program Managers with an understanding of the contracting field and the role as a business advisor in the acquisition process. It focuses on the students' role in understanding the customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and customer needs.

Program Management Courses for Services Acquisition (Level III)

FSM Level III
(Required: >$1B)

CON 124
Contract Execution
13 hrs, online

CON 127
Contract Management
10 hrs, online

FPM 101 (AFIT/LS)
Fundamentals of Project Management
online

or

ACQ 25X
Program Management for Services Acquisition
24 hrs, online (to be developed)

Additional Courses for Functional Services Managers, Level III

Required for Programs with a Total Contract Value of $1 billion and above

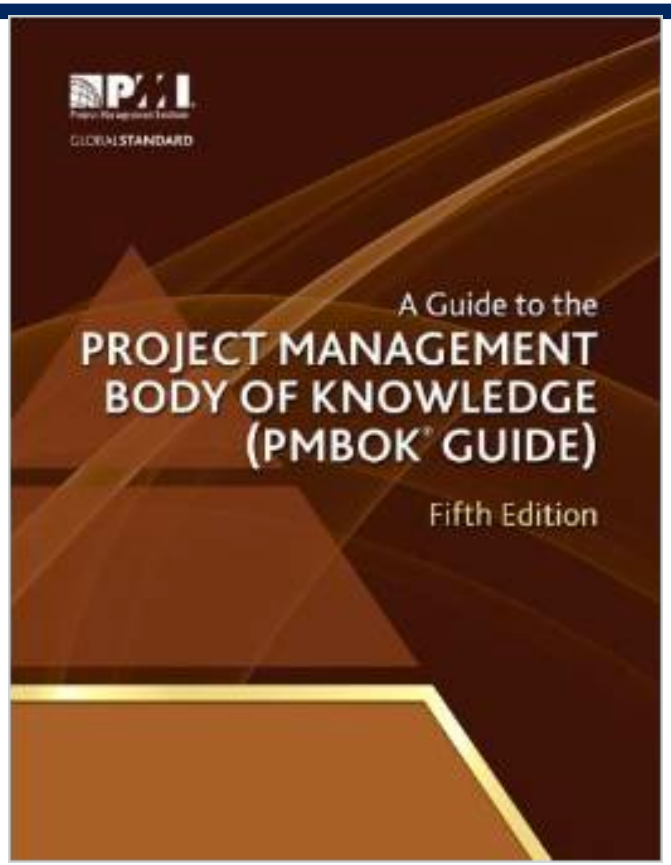
- "Contract Execution"
  - Description: Provides Program Managers with an understanding of execution of the acquisition plan through soliciting industry and awarding a contract.
- "Contract Management"
  - Description: Provides Program Managers with an understanding of the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance.
- "Fundamentals of Project Management"
  - Description: Provides Program Managers with an understanding of the project management framework, best practices, and in some instances, methods of application for key knowledge areas of project management.

or

- "Program Management for Services Acquisition" (To be Developed)
  - Description: Provides Program Managers with the knowledge, skills, and competencies necessary to effectively lead a services acquisition multi-function team and efficiently manage the resources allocated to the services acquisition process.

Fundamentals of Project Management (FPM 101)

- An existing online course developed by the Air Force Institute of Technology
- Available to all DoD military and civilian personnel
- Based on material provided by the Program Management Institute (PMI), the world's leading not-for-profit professional membership association (2.9 million members)
- The Project Management Body of Knowledge (PMBOK)® Guide is generally considered the preeminent global standard for project management in private industry
- Some differences between PMI and Department of Defense on use of Earned Value Management terminology



Program Management for Services Acquisition (ACQ 25X) – To be Developed

- Requires a fully-approved competency analysis for Functional Service Managers
- Will include suitable portions of PMI's FPM 101, Fundamentals of Project Management Course
- Will incorporate commercial best practices in services acquisition using content extracted from August 2015 report by Institute for Defense Analyses
- In addition to current DoD project management practices, will include other suitable best practice content from private industry to include:
  - Adaptive Project Management Techniques to include Incremental, Spiral, and Agile Project
  - Process Reengineering and Business